

## Message Text

PAGE 01 BANGKO 19814 220603Z

14

ACTION EB-11

INFO OCT-01 EA-11 ISO-00 COME-00 SPC-03 PER-05 SS-20 A-01

ABF-01 IO-14 DRC-01 RSC-01 SSO-00 /069 W

----- 076789

R 220445ZSAEC 73

FM AMEMBASSY BANGKOK

TO SECSTATE WASHDC 9238

LIMITED OFFICIAL USE BANGKOK 19814

FOR SECRETARY FROM AMBASSADOR

E.15. 11652: N/A

TAGS: ETRD

SUBJ: EFFECTIVENESS IN OVERSEAS COMMERCIAL FUNCTION

REF: A. STATE 239800

B. BANGKOK 12508

C. BANGKOK A-147

D. BANGKOK 4556 APRIL 1, 1972

1. FULLY SUPPORT YOUR DETERMINATION THAT FOREIGN SERVICE PROVE ITSELF CAPABLE OF EXCEPTIONAL PERFORMANCE IN ITS OVERSEAS COMMERCIAL ROLE. THIS COMMERCIAL ROLE, AS I AND MY ASSOCIATES SEE IT, MUST BE BOTH FLEXIBLE AND WIDE IN FUNCTIONAL SCOPE. IT SHOULD COMPRISE MUCH MORE THAN JUST EXPORT EXPANSION EFFORTS, IMPORTANT AS THESE ARE.

2. THIS EMBASSY AND OTHER POSTS OVER PAST YEAR AND MORE HAVE SUBMITTED NUMEROUS SUGGESTIONS ON WAYS TO IMPROVE COMMERCIAL SERVICES, AS INDICATED IN REFERENCES B, C, AND D. SOME OF THESE HAVE ALREADY BEEN IMPLEMENTED (I.E., STREAMLINING WTDR PREPARATION, EXPANDING ADS SERVICE, IMPLEMENTING TOP OROGRAM), WITH BENEFICIAL EFFECT, WHVAE MANY OTHERS, WHICH REQUIRED WASHINGTON AUTHORIZATION, HAVE PROBABLY BEEN DISCARDED. HOWEVER, I CONTINUE TO BELIEVE THAT SOME OF THE IDEAS SUGGESTED IN REFTELS REMAIN VIABLE AND DESERVE FURTHER CONSIDERATION. AS JUST ONE ILLUSTRATION, IM-  
LIMITED OFFICIAL USE  
LIMITED OFFICIAL USE

PAGE 02 BANGKO 19814 220603Z

PORTANCE OF UPGRADING STATURE AND EFFECTIVENESS OF FSL COMMERCIAL EMPLOYEES HAS BEEN NOTED OVER THE YEARS BY MANY EMBASSIES, AND DEPARTMENT HAS INDEED RECOGNIZED THIS, MOST RECENTLY IN ITS A-2667 OF MARCH 26, 1973. YET, WITH NOTABLE EXCEPTION OF SPONSORING

CORRESPONDENCE COURSES, AND EXHORTING POSTS TO REVIEW THEIR CURRENT FSL PERSONNEL ARRANGEMENTS, ACTUAL ATTENTION TO SUCH A BASIC PART EKF FOREIGN SERVICE COMMERCIAL FUNCTION SEEMS TO HAVE BEEN RATHER SUPERFICIAL. ONE SUGGESTED NEW APPROACH TO THIS PROBLEM WOULD BE PRESENTED BELOW IN PARAGRAPH 8.

3. SUGGESTIONS SOLICITED AND SUBMITTED DURING PAST YEAR OR TWO HAVE UNDERSTANDABLY BEEN AIMED MANILY AT WAYS OF STRENGTHENING U.S. EXPORT POSITION. CONSIDERING U.S. BALANCE OF PAYMENTS PROBLEM, EXPORT EXPANSION HAS BEEN AND CONTINUES TO BE OF VITAL IMPORTANCE. INDEED, SUCH COMMERCE/STATE PROGRAMS AS CCP, NOW APPARENTLY BEING DEVELOPED ON WORLD-WIDE BASIS, SEEM TO PLACE ALMOST ENTIRE STRESS ON EXPORT EXPANSION, INCLUDING SUCH DIRECT TRADE PROMOTION ACTIVITIES AS TRADE FAIRS AND EXHIBITIONS, TRADE MISSIONS, CATALOG SHOWS, AND THE LIKE. BASED ON MY BRIEF TIME IN BANGKOK, IT IS MY IMPRESSION THAT FOREIGN SERVICE IS BOTH COMPETENT AND WILLING TO CARRY OUT THIS DIRECT TRADE PROMOTION ACTIVITY, PROVIDED ALWAYS THAT IT HAS ADEQUATE DIRECTION, GUIDANCE AND SUPPORT FROM WASHINGTON AGENCIES.

4. RECENT EXAMPLE OF EXTREMELY SUCCESSFUL LOCAL TRADE PROMOTION EFFORT WAS EMBASSY'S NOVEMBER TRADE EXHIBITION, TECHSPO 73 (BANGKOK 18687). THIS WAS FIRST SUCH EVENT MOUNTED IN BANGKOK SINCE CLOSING OF USDOC'S BANGKOK TRADE CENTER A YEAR AGO, AND WAS BASICALLY A PRODUCT OF EMBASSY'S OWN PERSONNEL RESOURCES. IMPORTANT TO FTTE, HOWEVER, THAT POST COULD NOT HAVE DONE JOB NEARLY AS WELL WITHOUT USDOC'S RECRUITING EFFORTS, SUPPORT AND GUIDANCE.

5. EXPORT PROMOTION EFFORTS, HOWEVER, MUST NOT AND CANNOT BE SOLE COMMERCIAL CONSIDERATION OF FOREIGN SERVICE. ON DAY-TO-DAY BASIS, SUCH MATTERS AS PROMOTION AND PROTECTION OF U.S. FOREIGN DIRECT INVESTMENT, MAINTAINING MEANINGFUL RELATIONS WITH LOCAL U.S. BUSINESS COMMUNITY, ADAPTING#TRADE COMPLAINTS, PROVIDING VISITORS WITH REALISTIC APPRAISALS OF LOCAL CONDITIONS AND DEVELOPMENTS, ETC., MUST BE GIVEN MORE THAN PASSING ATTENTION, ABILITY TO EXCEL IN SUCH SKILLS AS THESE IS ALSO AN IMPORTANT LIMITED OFFICIAL USE  
LIMITED OFFICIAL USE

PAGE 03 BANGKO 19814 220603Z

PART OF TOTAL COMMERCIAL ROLE. PERHAPS EVEN MORE IMPORTANT IS DEVELOPING ABILITY TO PLACE EACH FACET OF TOTAL COMMERCIAL FUNCTION IN PROPER PERSPECTIVE. HERE, IDEA OF HAVING OUTSIDE PROFESSIONAL COST-BENEFIT ASSESSMENT MADE OF POSTS' COMMERCIAL OPERATIONS, MENTIONED IN BANGKOK 4556, MIGHT BE EXPLORED.

6. IN THAILAND, FOR EXAMPLE, DESPITE RECENT SUCCESS OF TECHSPO AND OTHER PROMOTIONAL EVENTS, WE HAVE SERIOUS DOUBT ABOUT WISDOM OF MOUNTING OTHER SUCH HIGH-PROFILE EVENTS IN NEAR FUTURE. THEY COULD BE COUNTER-PRODUCTIVE, IN LIGHT OF WIDENING TRADE GAP IN U.S. FAVOR AND CURRENT SENSITIVITIES OF STUDENT AND OTHER NATIONAL-ISTICALLY-INCLINED GROUPS. STUDENTS WHO TOPPLED THAI GOVERNMENT

IN OCTOBER ARE SAME STUDENTS WHO ORGANIZED ANTI-JAPANESE DEMONSTRATIONS A YEAR AGO, AND JAPANESE EMBASSY HAS BEEN ATTEMPTING MAINTAIN LOW EXPORT EXPANSION PROFILE EVER SINCE.

7. SUCCESS OF ANY EMBASSY'S TRADE PROMOTIONAL EFFORTS IS DEPENDENT SOMEWHAT ON RECEPTIVENESS AND COOPERATION OF HOST GOVERNMENT AND PUBLIC AT LARGE. GOVERNMENTS WHICH HAVE UNFAVORABLE TRADE BALANCE, WHICH INCLUDE THAILAND AND MOST DEVELOPING COUNTRIES,

ARE NATURALLY LEAST LIKELY TO WELCOME AGGRESSIVE EXPORT EXPANSION CAMPAIGNS BY FOREIGN EMBASSIES, INCLUDING U.S. IF COMMERCIAL SECTIONS OF U.S. EMBASSIES IN SUCH COUNTRIES WERE, AS MATTER OF POLICY, TO PLACE MORE EMPHASIS THAN IS CURRENTLY ENCOURAGED BY WASHINGTON ON ASSISTING AND ADVISING HOST GOVERNMENTS TO EXPAND THEIR EXPORTS, LONG-RUN DIVIDENDS MIGHT BE EARNED. EMBASSY BANGKOK HAS TAKEN LIMITED INITIATIVES IN THIS DIRECTION. COMMERCIAL OFFICERS HAVE RECENTLY BEEN DEVOTING SOME TIME TO ADVISING THAI MINISTRY OF COMMERCE OFFICIALS ON OPERATIONS OF A TRADE CENTER AND MOUNTING A TRADE EXHIBIT, IN PREPARATION FOR RTG'S PLANNED OPENING OF OWN OFFICE IN NEW YORK WORLD TRADE CENTER BUILDING IN EARLY 1974. THIS INCLUDED BRINGING LOCAL OFFICIALS INTO PLANNING PROCESS OF TECHSPO EXHIBIT, AND ARRANGING FOR FUTURE USDOC BRIEFING OF THESE OFFICIALS IN WASHINGTON. LIMITED THOUGH THESE EFFORTS HAVE BEEN, THEY WERE MENTIONED TO MINISTER OF COMMERCE WHEN EMBASSY OFFICERS INVITED HIM TO PARTICIPATE IN TECHSPO OPENING CEREMONY LAST MONTH.

8. WITH RESPECT TO FSL EMPLOYEES, FOREIGN SERVICE WORLD-WIDE  
LIMITED OFFICIAL USE  
LIMITED OFFICIAL USE

PAGE 04 BANGKO 19814 220603Z

COMMERCIAL ACTIVITIES WOULD SEEM TO HAVE MUCH IN COMMON WITH THOSE OF MULTINATIONAL CORPORATIONS. PERHAPS MUCH COULD BE GAINED BY CAREFUL EXAMINATION OF THEIR METHODS OF OPERATION, TAKING ADVANTAGE OF THEIR EXPERIENCES. FOR EXAMPLE, MNC'S MAKE MUCH MORE EFFECTIVE USE OF FOREIGN NATIONALS IN THEIR OVERSEAS OFFICES THAN DOES FOREIGN SERVICE, OFTEN PLACING THEM IN POSITIONS OF REAL MANAGERIAL RESPONSIBILITY. MANY HAVE FOUND THAT THEY CAN DO BETTER JOB, AT LOWER COST, THAN CAN NATIVE AMERICANS. YET, IN FOREIGN SERVICE, SENIOR FSL EMPLOYEES TRADITIONALLY HAVE SECOND-CLASS STATUS, AS COMPARED WITH EVEN JUNIOR FSO'S, AND RARELY DO THEY HAVE ANY REAL AUTHORITY. MATTER OF ACCESS TO CLASSIFIED OR CONTROLLED INFORMATION OBVIOUSLY IMPOSES SOME LIMITATIONS, BUT CONCEPT MIGHT BE WORTH FURTHER EXPLORATION. AS REHFRTEED IN BANGKOK A-1'67, EMBASSY HAS BEEN MAKING CONSCIOUS EFFORT TO GIVE FSL COMMERCIAL EMPLOYEES MORE RESPONSIBILITY, BUT TO BE REALLY MEANINGFUL, SUCH EFFORT MUST BE BACKED BY MUCH STRONGER WASHINGTON COMMITMENT.  
KINTNER

NOTE BY OC/T: #AS RECEIVED.

LIMITED OFFICIAL USE

<< END OF DOCUMENT >>

## Message Attributes

**Automatic Decaptioning:** X  
**Capture Date:** 10 MAY 1999  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
**Control Number:** n/a  
**Copy:** SINGLE  
**Draft Date:** 23 DEC 1973  
**Decaption Date:** 01 JAN 1960  
**Decaption Note:**  
**Disposition Action:** RELEASED  
**Disposition Approved on Date:**  
**Disposition Authority:** golinofr  
**Disposition Case Number:** n/a  
**Disposition Comment:** 25 YEAR REVIEW  
**Disposition Date:** 28 MAY 2004  
**Disposition Event:**  
**Disposition History:** n/a  
**Disposition Reason:**  
**Disposition Remarks:**  
**Document Number:** 1973BANGKO19814  
**Document Source:** ADS  
**Document Unique ID:** 00  
**Drafter:** n/a  
**Enclosure:** n/a  
**Executive Order:** N/A  
**Errors:** n/a  
**Film Number:** n/a  
**From:** BANGKOK  
**Handling Restrictions:** n/a  
**Image Path:**  
**ISecure:** 1  
**Legacy Key:** link1973/newtext/t19731257/abqceebo.tel  
**Line Count:** 164  
**Locator:** TEXT ON-LINE  
**Office:** ACTION EB  
**Original Classification:** LIMITED OFFICIAL USE  
**Original Handling Restrictions:** n/a  
**Original Previous Classification:** n/a  
**Original Previous Handling Restrictions:** n/a  
**Page Count:** 3  
**Previous Channel Indicators:**  
**Previous Classification:** LIMITED OFFICIAL USE  
**Previous Handling Restrictions:** n/a  
**Reference:** A. STATE 239800 B. BANGKOK 12508 C. BANGKOK A-147 D. BANGKOK 4556 APRIL 1, 1972  
**Review Action:** RELEASED, APPROVED  
**Review Authority:** golinofr  
**Review Comment:** n/a  
**Review Content Flags:**  
**Review Date:** 06 DEC 2001  
**Review Event:**  
**Review Exemptions:** n/a  
**Review History:** RELEASED <06-Dec-2001 by smithrj>; APPROVED <28-Dec-2001 by golinofr>  
**Review Markings:**

Declassified/Released  
US Department of State  
EO Systematic Review  
30 JUN 2005

**Review Media Identifier:**  
**Review Referrals:** n/a  
**Review Release Date:** n/a  
**Review Release Event:** n/a  
**Review Transfer Date:**  
**Review Withdrawn Fields:** n/a  
**Secure:** OPEN  
**Status:** <DBA CORRECTED> gwr 980313  
**Subject:** EFFECTIVENESS IN OVERSEAS COMMERCIAL FUNCTION  
**TAGS:** ETRD, TH  
**To:** STATE  
**Type:** TE  
**Markings:** Declassified/Released US Department of State EO Systematic Review 30 JUN 2005